



Home Station Training and the Army Training Strategy



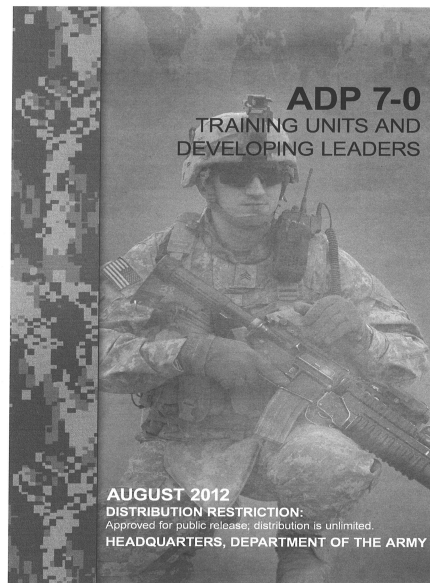
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Department of the Army



Transition to Home Station Training

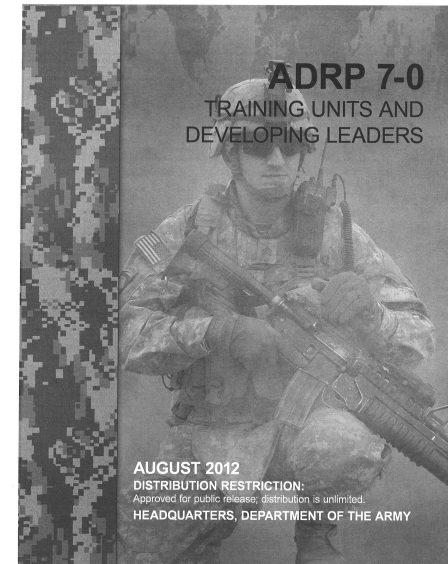
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Army Doctrinal Publication 7-0 Training Units and Developing Leaders

- Commanders are responsible for training units and developing leaders
- Unit training and leader development are inextricably linked
- Training is the focus of a unit when not deployed



Army Doctrinal Reference Publication 7-0 Training Units and Developing Leaders

- The Role of the Commander
- Principles of Unit Training and Leader Development
- Unit Training Management

What has changed in Army Training?

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| Change Drivers for Training | | <u>Past</u> Pre 2001 | <u>Present</u> 2001-2012 | <u>Future</u> 2013-2020 |
|-----------------------------|----------------------|--|---|--|
| Strategy | Force Structure | Division-based | Modular Brigade-based (2005); 45 BCTs (AC) and 28 BCTs (RC) with 2 MnvR BN | Army 2020 *37 BCTs with 3 MnvR BN (AC); 18 BCTs w/3 BN & 10 BCTs w/2 BN (RC) |
| | Cycle | Not cyclic; Tiered readiness | Objective (2004) – 36 months (AC) / 60 months (RC) | 24 months (AC) / 60 months (RC) |
| | Posture | Forward Deployed | Forward Deployed | Regionally Aligned |
| | Training Environment | Live and Constructive; Resident Institutional Training | Blended Training (LVCG); Distributed Training, MTT's | Integrated Training Environment; Army Learning Model |
| | Framework | Band of Excellence | ARFORGEN; Army Training Concept 2012-2020 | Future Force Generation; Progressive Readiness Model |
| Policy | Doctrine | Airland Battle, HIC/LIC, FM 25-100, FM 25-101 | FM 3-0, FSO; FM 7-0; AR 525-29; Army Training Network | ADP/ADRP 3-0, Unified Land Operations, Decisive Action; ADP/ADRP 7-0 ; Doctrine 2015 |
| | Mission Focus | Major Combat Operations | Full Spectrum Operations with focus on Counter Insurgency (COIN) | Building Partnerships; Decisive Action in complex OE; Prevent-Shape-Win |
| | RC Role | RC as strategic reserve | RC as operational reserve | RC in different Force Generation pools based on mission |
| Resources | Funding Sources | Adequate | Unconstrained and Turn-Key | Declining – Requires Commander Choices |

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HOME STATION TRAINING provides Soldiers, leaders, and units the capability to attain and sustain proficiency in their approved mission essential tasks in support of Unified Land Operations.



- **Commanders drive home station training** predominately with unit MTOE equipment, **supported by an Integrated Training Environment (ITE)**—a 24/7 capability to plan, prepare, execute, and assess training and education.



- Live fire, mission command, and maneuver training **conducted in a Decisive Action Training Environment (DATE)** to meet Combatant Commander and force generation readiness requirements.



- Training Support capabilities enable individuals and units to achieve standards; **develops of agile, adaptive leaders and versatile units**; enables Joint, Interagency, Intergovernmental, Multinational (JIIM) integration into training; and optimizes training time and use of resources.

- **Home Station training prepares units and leaders for a CTC rotation** to reach Brigade level training proficiency



- The Home Station **training information infrastructure enables a complete plan, prepare, rehearse and execute training process with** persistent network links enabling inter and intra-installation exercises, as well as individual and collective distributed training and education and reach-back through the Army Training Network (ATN) to

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218 Training Days Available per Year

3 Year Strategy

**Yr 1: RESET/
Train Ready**

**Yr 2: Train
Ready**

**Yr 3:
Available**

TNG Days 67/Field Days 36 **TNG Days 93/Field Days 59** **TNG Days 79/Field Days 45**

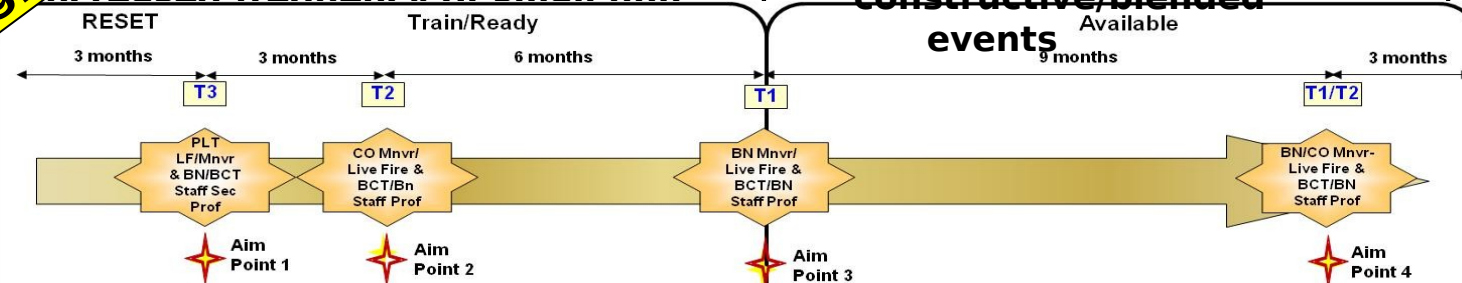
- Focused heavily on SQD, PLT, CO proficiency
- Increase leverage virtual/constructive capabilities

Modified length of event
Increased frequency of small unit

- Maintain small unit proficiency
- No high OPTEMPO event beyond BN level
- Maximize constructive/blended events

2 Year Strategy

AIM POINTS



**TRAINING
EVENTS**

Building Proficiency
SQD – STX
PLT – STX
CO – STX, LFX, Gunnery, FTX
BN – FTX, FCX
BCT – FTX, FCX, DEPEX, CTC

TNG Days 104/Field Days 76

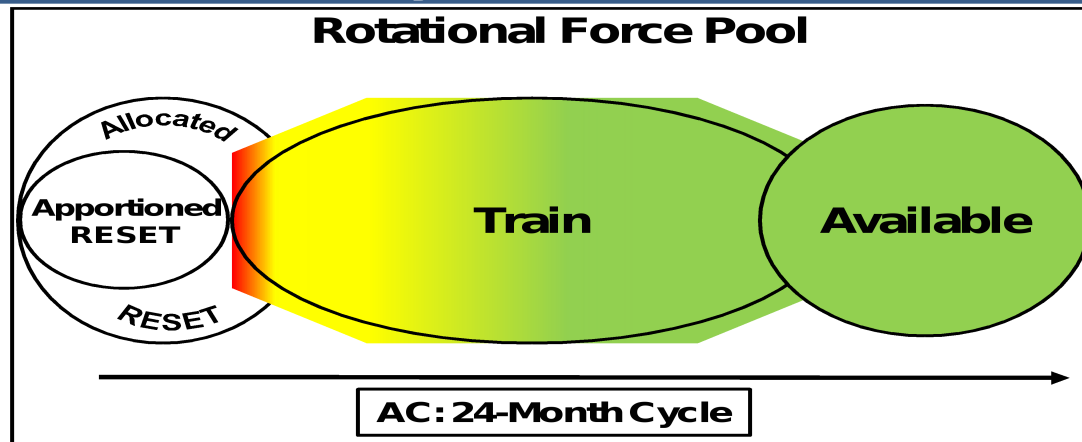
Sustaining Proficiency
SQD – LFX, STX
PLT – STX, LFX
CO – STX, LFX, Gunnery, FTX
BN – FTX, FCX
BCT – CPX, FCX, DEPEX

TNG Days 75/Field Days 47

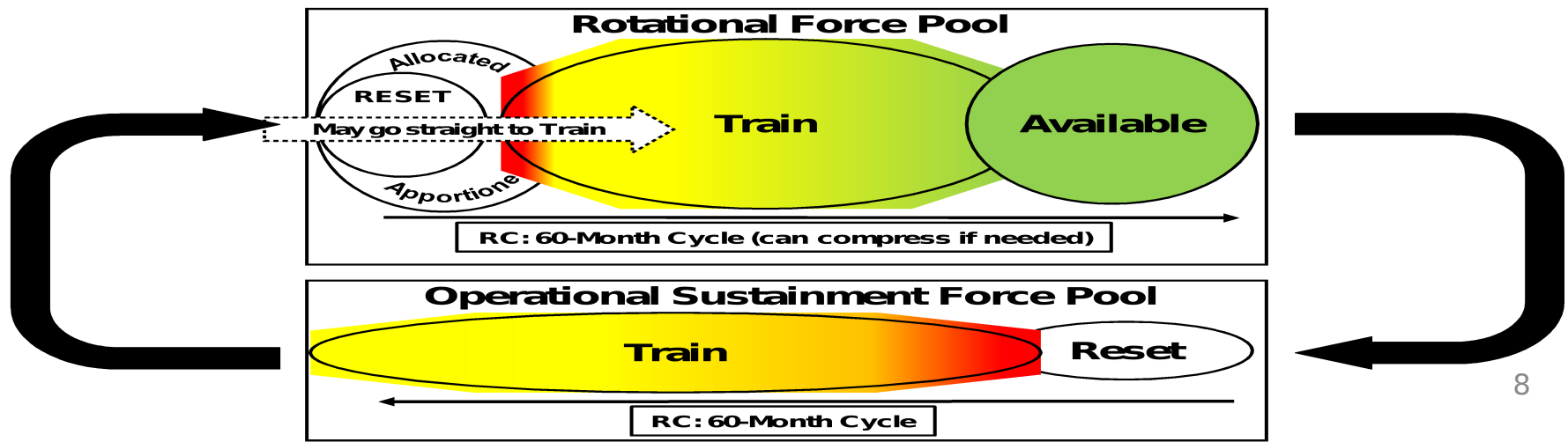
**UNIT
PROFICIENCY**



Active Army Force Generation



Reserve Component Force Generation



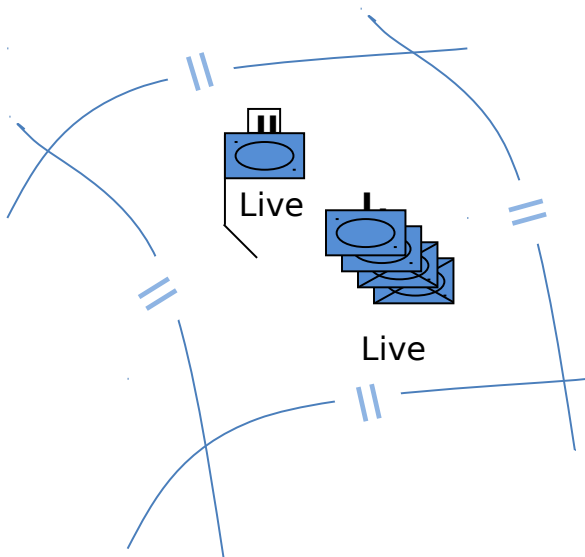
| Training Environment | |
|-------------------------------|--|
| <u>Live Event</u> | |
| <u>Recorded Event (LVC-G)</u> | |
| <u>V or C or G</u> | |

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(5x days)

Live Live BN FTX

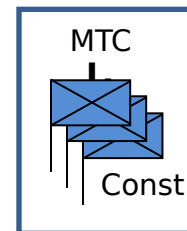
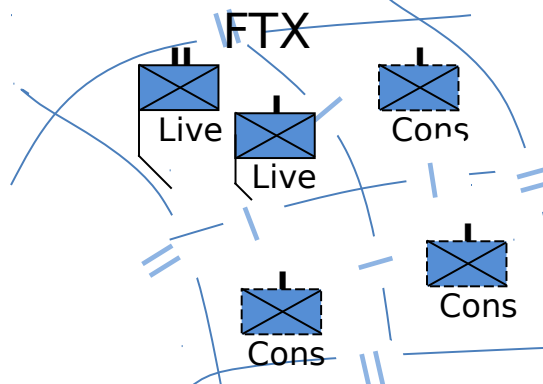
\$846K



- AR BN with units in live environment using Force-on-Force instrumentation (IMILES, HITS)

Legend:
 MTC: Mission Training Complex
 CCTT: Close Combat Tactical Trainer
 JLCCTC: Joint Land Component Constructive Training Capability

Blended Blended BN FTX



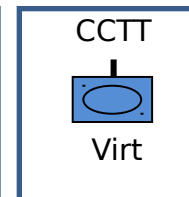
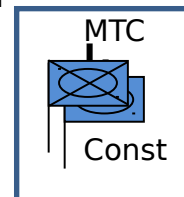
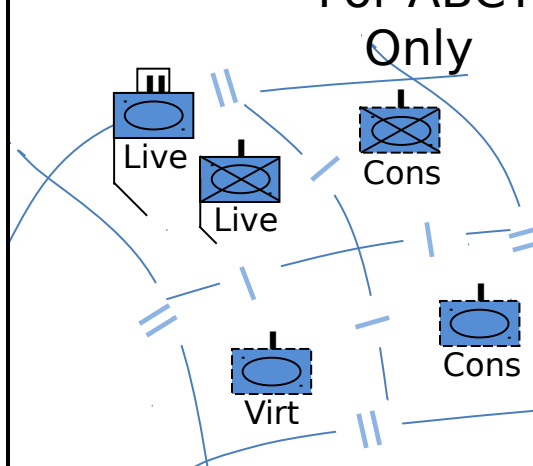
\$7K

- IN BN HQ and single company in Live (with FoF Inst)
- Remaining Company HQs conducting CPX in constructive environment (JLCCTC)

Integrated Training Environment (ITE)

For ABCT

\$212K



- BN HQ and single company in Live (with FoF Inst); company in virtual (CCTT)
- Remaining Company HQs conducting CPX in constructive environment (JLCCTC)

• Virtual and Constructive costs are TSS, not OPTEMPO

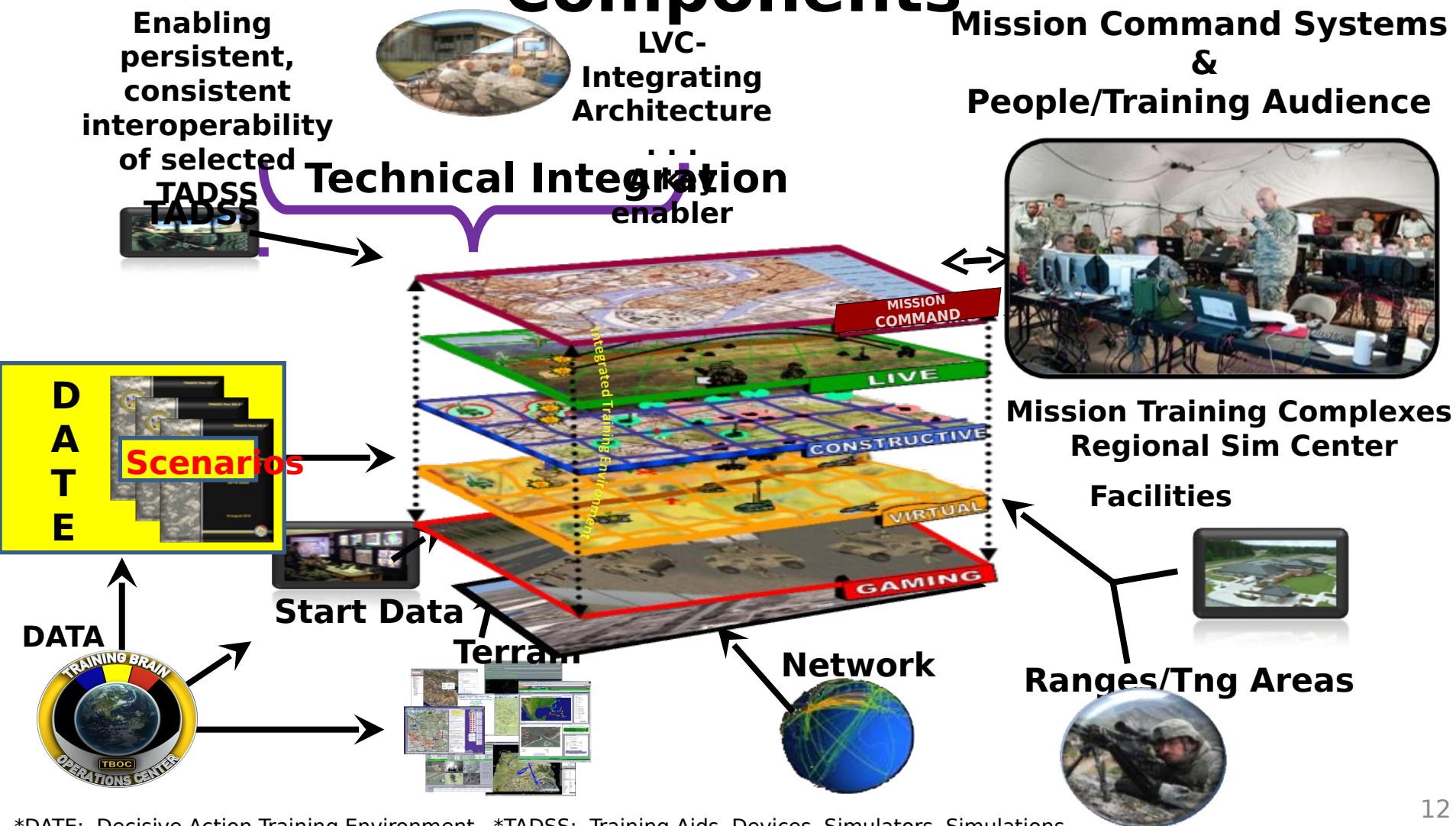
- ITE Fielding FY12/13:

- Fort Hood, Q4FY12
- Fort Bliss, Q1FY13
- Fort Campbell, Q2FY13
- Fort Drum, Q3FY13
- Korea, Q4FY13



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Integrated Training Environment (ITE) Components

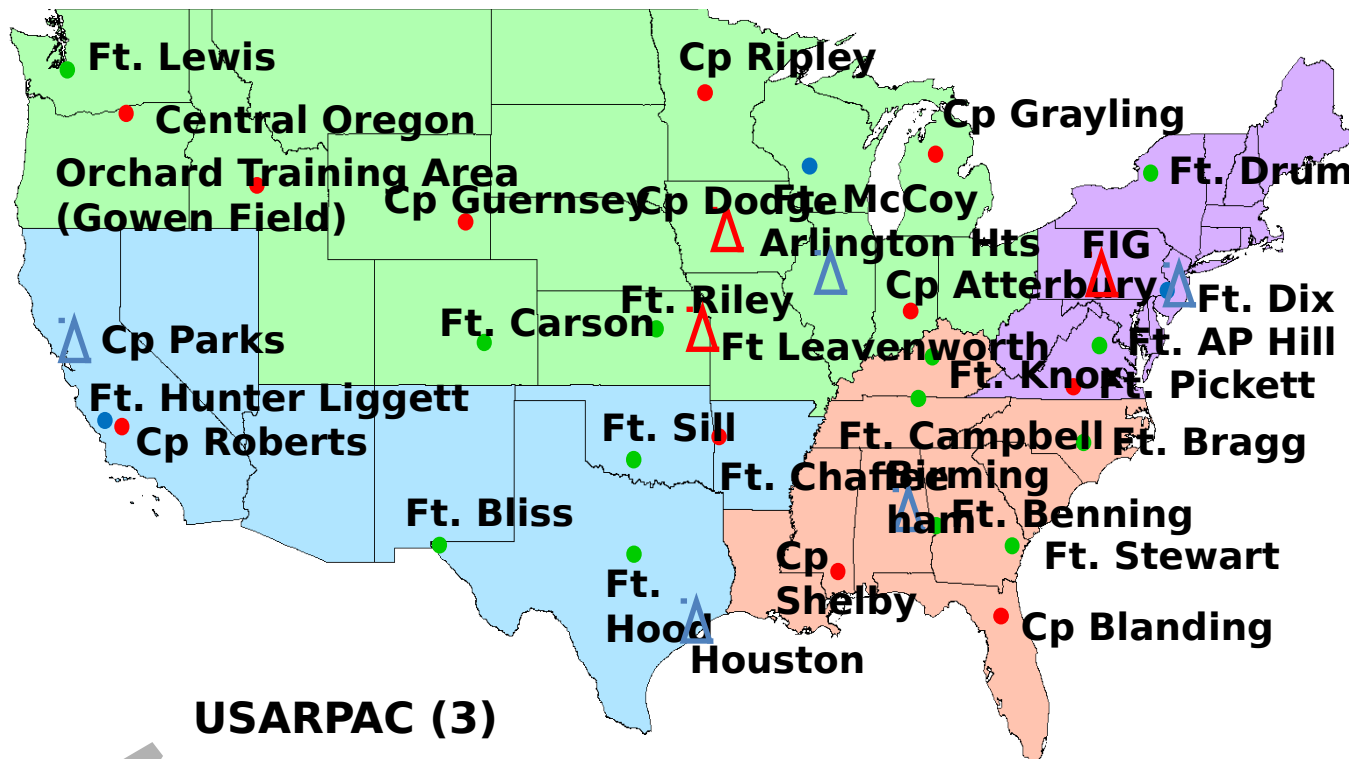


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Foundational Framework

- 27 approved CONUS RCTC Installations
- 7 USAR and ARNG MTC Locations

- 4 OCONUS RCTC Locations



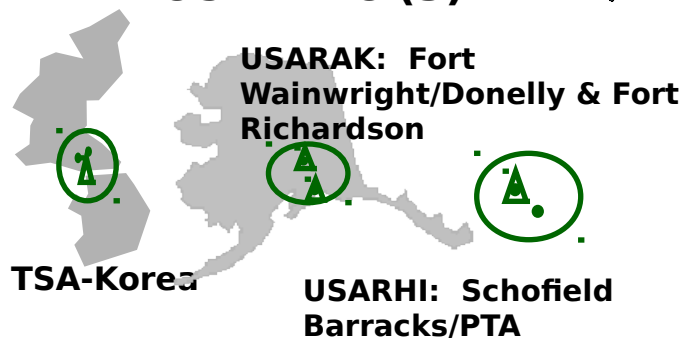
- OCONUS Locations
- △ OCONUS MTCs (3)
- △ OCONUS Shell MTCs (2)

USAREUR (1)



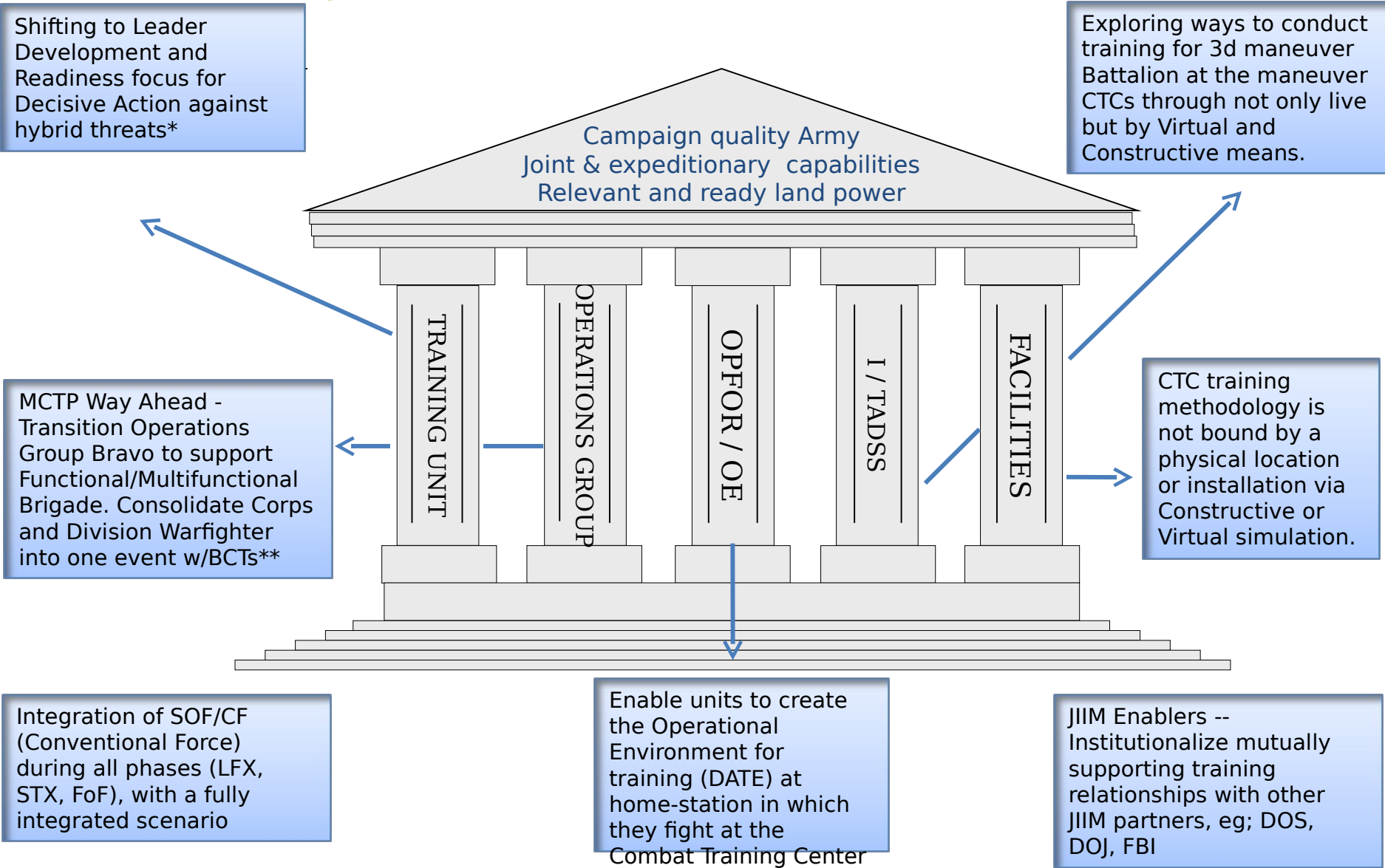
- USAREUR relies on the feeder locations of the JMTCC to achieve training aim points.

USARPAC (3)



- ARNG Installations (ARNG) (1)
- USAR Installations (IMCOM) (3)
- Active Component Installations (IMCOM) (13)

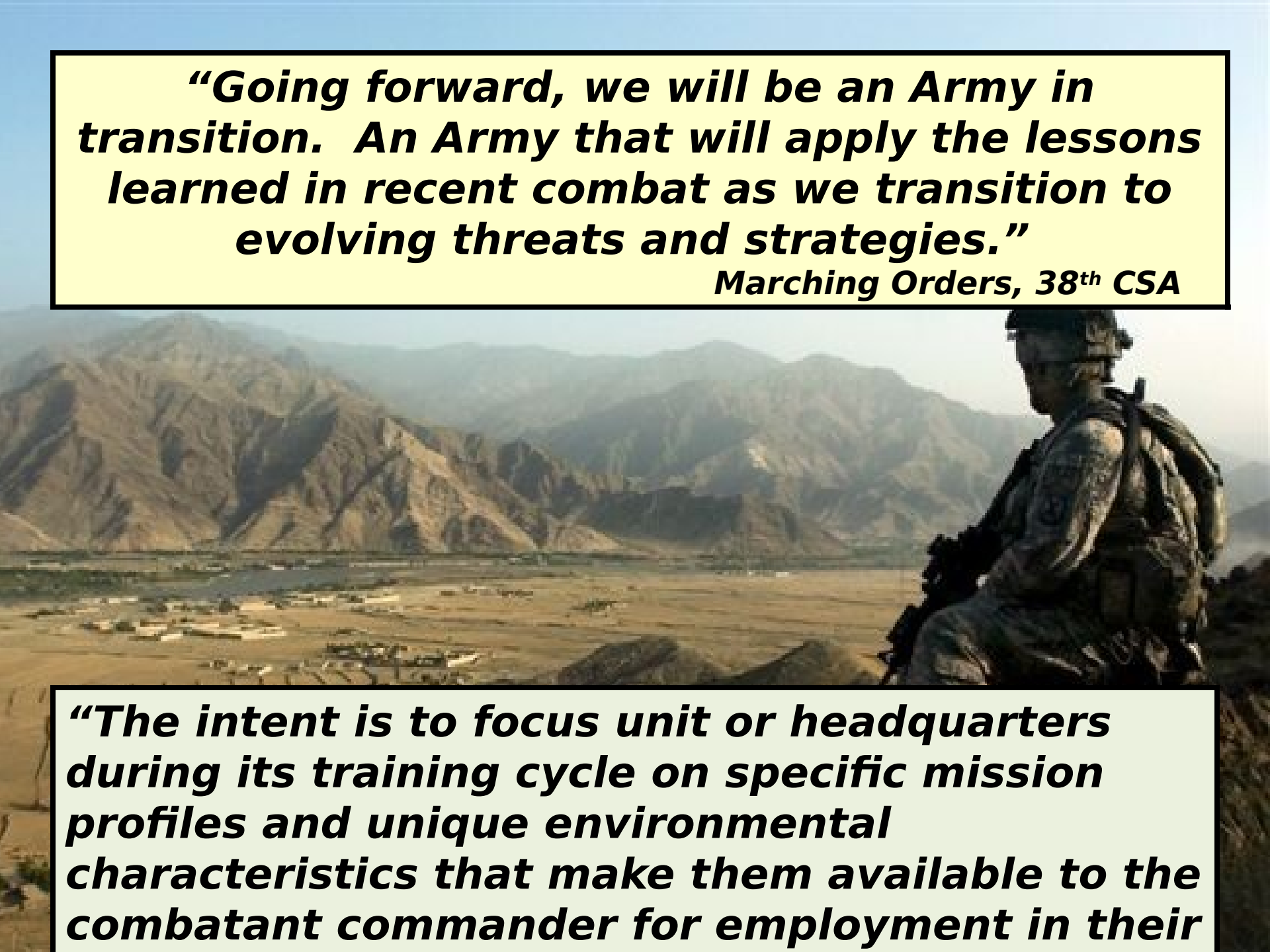
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*Unless an Allocated Force (MRE) ** Only Div/Corps sponsored

“Going forward, we will be an Army in transition. An Army that will apply the lessons learned in recent combat as we transition to evolving threats and strategies.”

Marching Orders, 38th CSA



“The intent is to focus unit or headquarters during its training cycle on specific mission profiles and unique environmental characteristics that make them available to the combatant commander for employment in their

- Army Training Management System automates the process of planning, preparing, assessing, and recording training.
- Comprised of three major sub-systems:
 - **Army Training Network (ATN)**
<https://atn.army.mil>
 - **Digital Training Management System (DTMS)**
<https://dtms.army.mil>
 - **Combined Arms Training Strategies (CATS) Development Tool**
Available thru DTMS, or on ATN at:
https://atn.army.mil/dsp_CATSviewer01.aspx

- **Army Training and Leader Development Conference (ATLDC), 11-12 July 2012**
- **Army Training Strategy revision**
- **AR 350-1, Army Training and Leader Development revision**
- **Army Training Summit III (Revitalize Home Station Training)**
- **Regionally Aligned Forces**
- **SOF/Conventional Force Integration**
- **Company Commander/First Sergeant Pre Command Course**
- **Integrated Training Environment**
- **Home Station Training**

- DATE and TBOC definitions
- DSTS description
- ATLDC July 2012 topics
- Army Training Strategy, draft Table of Contents
- AR 350-1 Update
- Regional Alignment Overview
- Revitalize Home Station Training (Army Training Summit III)
- SOF/CF Integration
- Company Commander/First Sergeant Pre Command Course
- LVC-ITE Increment 1 and Fielding Schedule

- Decisive Action Training Environment (DATE)

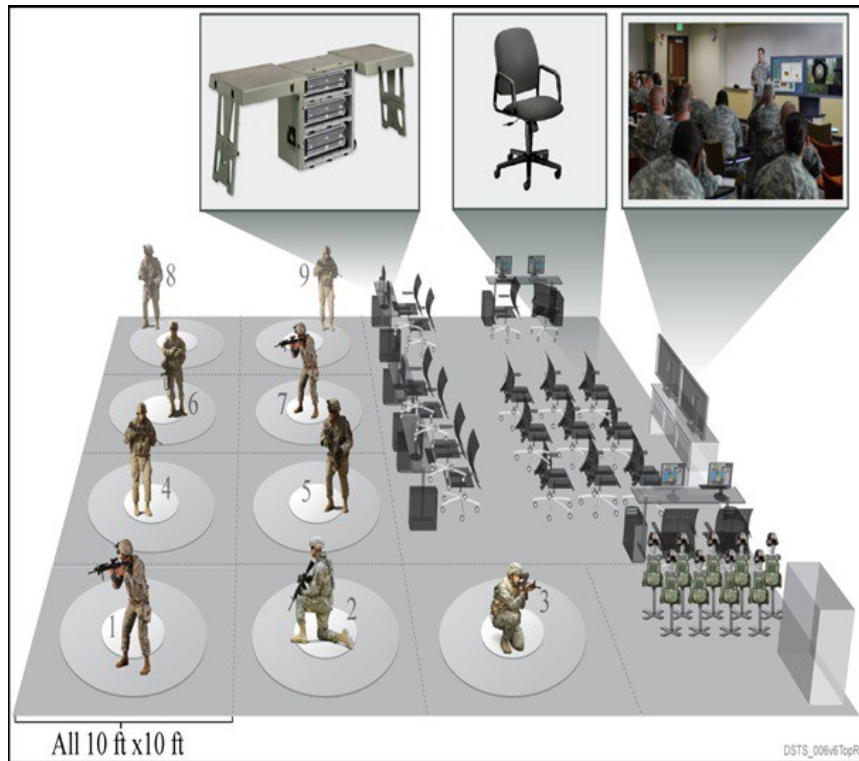
- Approved TRADOC G-2 publication
- The source for OE conditions and OPFOR structure
- Provides complex OE with a hybrid threat to challenge units training objs
- Provides baseline conditions for scenario continuity across training community
- Not a scenario...each Home Station/CTC/exercise element develops its scenario using the conditions of the DATE as a



- Training Brain Operations Center (TBOC)

- TRADOC G-2 organization
- Provides exercise support that adds complexity to exercises (primarily at the BCT and Div levels)
- Uses real-world, theater data and “bends” it to match HST training locations and DTGs
- Also develops threat networks, supports scenario development, and produces scenario products
- As part of ATS III, it is intended that TBOC will be the central repository for TSP’s to include data, information, content, a vignette





The Dismounted Soldier Training System includes the following major subsystems:

- Exercise Control (EXCON) Workstation
- After Action Review (AAR) Workstation
- Semi Automated Forces (SAF) Workstation
- Five Virtual Soldier Multifunction Workstations (VSMW)
- Nine Virtual Soldier Manned Modules (VSMM)

- Modular design uses hardened shipping cases for the training system components
- Dual purpose cases that function as shipping containers, as well as operational equipment cabinets and desks
- Operational device's footprint is less than 1,600 square feet
- Easy transport and setup in less than four hours



- **CSA Opening Remarks**-importance of training to sustain readiness in a period of transition
- **Strategic Overview**-importance of home station training to achieve higher levels of unit proficiency
- **USARPAC: Shaping the Pacific Theater**- improving support to Combatant Commanders
- **USASOC: ARSOF Way Ahead**-importance of sustaining SOF/CF integration
- **Foundry Program: Enabling Army Global Readiness**- enabling unit commanders to train the tactical Military Intelligence force
- **Support for Army Training:** DATE, TBOC, and ITE capabilities
- **2ID Blended Training in Korea**-LVC integration is fundamental and not optional
- **Army Training 2020 and Progressive Readiness** - 24-month AC force generation model and increasing roles for Division and Corps in training; new MCTP strategy
- **Training Capability Portfolio**- involve the CSA early and iteratively in key decisions
- **Leader Development** (officer, warrant officer, NCO and Civilian discussions) - CSA emphasis on philosophy of mission command
- **Regionally aligned forces** - emerging concepts



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PART I, VISION AND GUIDANCE

THEME, VISION AND PURPOSE

**THE STRATEGIC ENVIRONMENT AND IMPLICATIONS FOR
TRAINING**

TRAINING FOR UNCERTAINTY AND COMPLEXITY

**CAPITALIZE ON COMBAT EXPERIENCE TO IMPROVE
TRAINING**

HOW WE TRAIN

THE FOCUS FOR TRAINING

TRAINING FOR OPERATIONAL ADAPTABILITY

ADAPT INSTITUTIONAL TRAINING

AUSTERITY AND TRAINING

PART II, SUPPORTING IMPERATIVES

OPERATIONAL (COLLECTIVE) TRAINING DOMAIN

INSTITUTIONAL TRAINING DOMAIN

SELF DEVELOPMENT TRAINING DOMAIN

TRAINING SUPPORT SYSTEM

PART III, WAY AHEAD

UNCLAS/FOUO/PRE-DECISIONAL



DCS, G-3/5/7

- Army-wide staffing and adjudication of comments on the draft AR 350-1 are complete; coordinating for submission to Army Publishing Directorate.
- Completing a review of Division/Corps-level comments provided since the Army Training and Leader Development Conference, in Jul 12, to incorporate as appropriate.
- Expect publication of current revision by end of 1Qtr/FY13.
- AR 350-1 “next” – begin immediately – major themes for consideration
 - Reorganize the framework of the AR to portray the evolving distinction between training, and leader development
 - Incorporate emerging changes in both collective and individual training strategies
 - Reengineer the common mandatory training strategies: Working to consolidate topics into groups/clusters, like operations/security & human behavior/dynamics; easier to identify redundancy with on-line products side-by-side; maximize concurrent training opportunities
 - Finalize the review ALARACTS for “lost or hidden” training requirements not accounted for in AR 350-1 or FORSCOM Pre-deployment Training Guidance and rescind those not needed

- Identify collective-task duplications between METL and AOR specific training requirements to assist different types of units with savings of time and resource

- **Aligning Army Forces:**

- Provides predictable and dependable support to Combatant Commanders
- Prioritizes Asia-Pacific rebalance
- Facilitates rotational forces (tailorable, scalable, various duration)
- Fosters continued SOF-Conventional Force synergy
- Strengthens relationships & interoperability with allied/partner armies
- Keeps leaders engaged -- excites and challenges them

- **In 2013 Army Forces begin alignment:**

- Priority still with CENTCOM
- Some rebalance to PACOM
- Begin alignment to other GCCs

- **In 2015, regional alignment:**

- Fully weights Asia-Pacific rebalance
- Provides at least one Corps or Division HQ to each GCC
- Establishes robust theater shaping & security cooperation capabilities



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- **Objective:** Revitalize home station training, including leader development, through lines of effort and committing resources across sequential implementation phases.
- **Outcome:** Home stations and unit training strategies are sufficiently resourced to support Commanders' responsibilities to train and prepare Soldiers, leaders and units to successfully execute Army missions in any operational environment they may encounter.
- **Foundational Parameters:**
 - 1) Identify Units and Echelons that conduct Home Station Training.
 - 2) Define Training "Home Stations".
- **Lines of Effort:**
 - LoE 1 - Adapt training policy and adopt initiatives to revitalize training and training management.
 - LoE 2a - Adapt Institutional Training to support Home Station Training
 - LoE 2b - Develop the Training Environment
 - LoE 3 - Adapt the Army's Training Support System (TSS)
 - Home Station TSS Programs: Products, Facilities & Services
 - Training Information Infrastructure and Distributed Learning Infrastructure
 - Review equipment site capabilities and pre-deployment training equipment (PDTE) that support Home Station training
 - ATS III GOSC conducted 12-13 Sep 12 at HQ TRADOC
 - Recommendations to Training GOSC; 28-29 Nov 12
 - Implement via POM 15-19



AMERICA'S ARMY: THE STRENGTH OF THE NATION

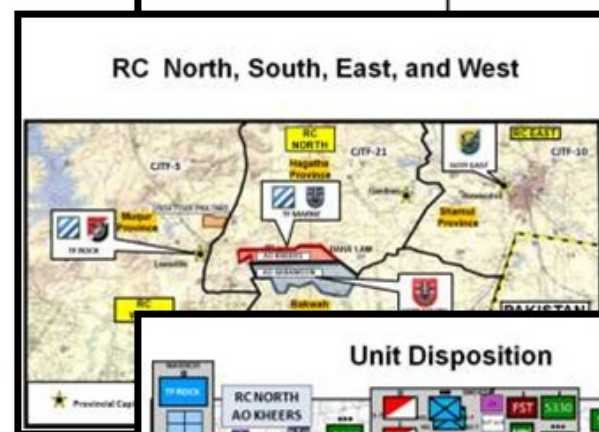
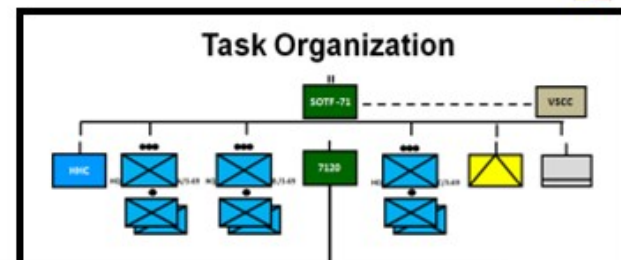
Special Operations Forces / Conventional Forces Integration

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Village Stability Operations

Integration of SOF/CF (conventional force) during all phases (LFXs, STXs, and FOF)

- Fully integrated scenario with Conventional BSO and SOF VSO
- 13 Villages executing VSO with 13 ODA Teams, 1 UAE SOF, 1 direct action ODA w/ ANA Commandos and 54 IN SQDs as reinforcing elements/thickening squads.
- Integration forced through directed events and "free play"
- One SOTF HQs; 2 IN BN HQs as SOF Operational Task Force
- Group HQs(-) as CJSOTF



SECURITY
GOVERNANCE
DEVELOPMENT

VSO

Building Afghan Capacity

MTB/CSA as of 161500JUL12

8/30/2012



Standard Task List

Company Commanders and First Sergeants will know Army and command's programs, policies, procedures and command team responsibilities for:

1. Command climate
2. Maintaining good order and discipline within unit.
3. Health Promotion Program. (including 'Maze Model', Composite Life Cycle, Event Cycle and Care Continuum)
4. Suicide Prevention
5. Sexual Harassment/Assault Response Prevention
6. Army Substance Abuse Program
7. Equal Opportunity
8. Unit leader development program
9. Plan, prepare and execute individual and collective training (including Training Mgt, DTMS/ATN)
10. Administrative policies and processes (including flags, security clearances, IDES
11. Command Supply Discipline, unit maintenance and Organizational Inspection Programs
12. Comprehensive Soldier Fitness Program)
13. Unit FRG Programs
14. Soldier medical readiness (including dental, behavioral health and e-profile)
15. Army Retention Program
16. Profession of Arms
17. Understand concussion/mTBI effects on Soldiers and unit and available resources to assist command teams
18. Protection of Classified and Sensitive Information

Currently posted for Army-wide use on CTE Portal (

<https://www.us.army.mil/suite/page/648270>

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LVC - ITE = System of Systems



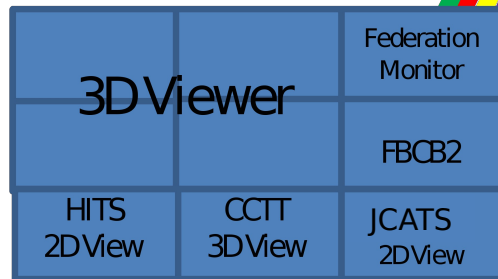
VIRTUAL

- AVCATT
- CCTT/RVTT



LIVE

- HITS
- I-MILES



LVC-IA



Mission Command Systems

- ABCS
- GCCS



CONSTRUCTIVE

- JLCCTC-JCATS
- JCATS



BCT TOC

- The Live, Virtual, Constructive Integrating Architecture (LVC-IA)—standards, protocols, servers, and interfaces—is the translator or generator for making interoperability happen.
- LVC-IA and the installation's supporting training infrastructure are mutually dependent on each other to create an LVC Integrated Training Environment.

LVC-ITE Incr 1 Fielding Schedule

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| | 4Q FY1 2 | 1Q FY1 3 | 2Q FY1 3 | 3Q FY1 3 | 4Q FY1 3 | 1Q FY1 4 | 2Q FY1 4 | 3Q FY1 4 | 4Q FY1 4 | 1Q FY1 5 | 2Q FY1 5 | 3Q FY1 5 | 4Q FY1 5 | 1Q FY1 6 | 2Q FY1 6 | 3Q FY1 6 | 4Q FY1 6 |
|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| HOOD | X | | | | | | | | | | | | | | | | |
| BLISS | | X | | | | | | | | | | | | | | | |
| CAMPBEL L | | | X | | | | | | | | | | | | | | |
| DRUM | | | | X | | | | | | | | | | | | | |
| KOREA | | | | | X | | | | | | | | | | | | |
| STEWAR T | | | | | | X | | | | | | | | | | | |
| RILEY | | | | | | | X | | | | | | | | | | |
| CARSO N | | | | | | | | X | | | | | | | | | |
| SCHOFIEL D BRKS | | | | | | | | | X | | | | | | | | |
| BRAGG | | | | | | | | | | | X | | | | | | |
| JBLM | | | | | | | | | | | | X | | | | | |
| EUR | | | | | | | | | | | | | X | | | | |
| WAIN- WRIGHT | | | | | | | | | | | | | | | X | | |
| KNOX | | | | | | | | | | | | | | | | X | |
| Bennin | | | | | | | | | | | | | | | | | X |

